

11 JAN 1956

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Final Report -- Ten Ways for Improving CIA's Personnel Management

REFERENCES: a. Memo for DCI from IG, dtd 25 Feb 55, same subject  
b. Memo for DCI thru DD/S fr D/Pers, dtd 18 Apr 55, same subject  
c. Memo for DD/S from D/Pers, dtd 1 Jul 55, same subject  
d. Memo for D/Pers fr DD/S, dtd 27 Jul 55, same subject

1. In accordance with reference d. listed above, there follows a final report of implementation of the ten suggestions contained in reference a.

2. Fairly recent major changes in policy---those affecting tables of organization and promotion practices---will impact on many of the Agency's personnel practices and procedures and thus influence those specific items mentioned in the referenced memoranda. They also serve to illustrate continuing application of point one which dealt with continuing alertness to the Agency's requirements in the personnel field.

3. The interchange of personnel with other components, particularly DD/P, is continuing (point two). A pattern of movement from the central Office of Personnel to DD/P area divisions followed by overseas assignment and return to the central office is emerging. While there are certain technical specialists for whom such rotation is not projected, it is our objective in time to have most personnel officer positions filled by individuals with firsthand knowledge of personnel problems at the operating level, both in headquarters and in the field.

4. As indicated in our last report, the installation of a formal personnel management course has been deferred by the Director of Training because of other requirements placed on his office. Our informal educational efforts have been continued (point three).

5. Improvements in the immediate assignment of returnees have continued as most career services have established fairly complete and accurate "returnee lists" (point four). Some cases involving medical problems or disciplinary actions will continue to require delay but, on the whole, this phase of activity seems to be functioning reasonably smoothly.

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6. We have no new information to report on point five (elimination of placement by file shopping), point eight (careers of women), and point ten (attitude toward people). Surveys by the Management Staff affecting point six (contract personnel) and point seven (control of personnel files) have not been completed. However, a procedure for stricter control over the loan and call-back of folders has been developed and will be installed as soon as the implementing Agency Notice is published.

7. Approval of the Consolidated Charities program was a great help in improving our employee services activity (point nine). Aside from its direct benefit to employees by reducing calls for charitable contributions, it will free staff time from a considerable volume of campaign work so that additional efforts can be placed on other service activities. Efforts to publicize our services program via publications and personal contacts have continued.

8. Reference d. indicated that this final report should include an evaluation of our June reorganization with respect to support of the ten suggestions. The internal realignment of the Personnel Assignment Division has facilitated support of the career services structure within DD/P. This has contributed to continuing improvement in the handling of returnees and assignment matters in general. In the main, however, the suggestions made were of a program type which might be carried out equally well under various organizational arrangements. To the extent that our present structure has permitted general procedural improvement, it has also benefitted our application of the suggestions offered.

SIGNED

Harrison G. Reynolds  
Director of Personnel

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